



Physicians Banding Together: Strategies for Physicians to Integrate Clinically and Financially with Other Stakeholders

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PRESENTERS



Thomas Frangione
CFO, Premier Medical Alliance

Over the course of three and a half decades, Tom has dedicated his career to healthcare finance here in New Jersey.

Following a nine-year stint in the Controller's office at Englewood Hospital, he served as Director of Finance for the state's largest private physician practice (Summit Medical Group) from 1998 – 2011, helping to transform it to one of the nation's premier medical practices. He later served as Vice President of Physician Practice Services at the state's largest hospital system (Barnabas Health) before joining Premier Medical Alliance in 2014 where he presides over a 50-physician multi-specialty group, an Ambulatory Surgery Center, and their Management Service Organization.

Tom navigated Premier through to its PSA with HMH Pascack Valley Medical Center (now in its fifth year) and ensuring its financial sustainability during the COVID pandemic.

Tom was a founding board member of the Enright Melanoma Foundation and remains an active member of the New Jersey Healthcare Financial Management Association (HFMA) and Financial Executives Networking Group (FENG).



Joseph M. Gorrell, Esq.
Member, Brach Eichler LLC

Joseph Gorrell has over 35 years of experience counseling hospitals, medical staffs, nursing homes, and individual practitioners on a broad scope of issues ranging from defense of licensure prosecutions and insurance fraud cases to practice acquisitions and other physician transactions.

Known for his deep experience in transactional and litigation work, Joseph provides legal advice to hospital medical staff on a variety of subjects and supervises individual physicians and physician practice groups that are contracting with hospitals, managed care companies, and other physicians. Joseph also counsels physicians who are establishing their own medical practices or becoming members of others.

Named for the last several years as a top healthcare law practitioner by noted ranking company [Chambers USA](#), Joseph is described as a "preeminent figure in the health care industry." According to [Chambers](#), Joseph is noted for his "skillful and high-profile representation of physicians" and peers highlight him as a "superb lawyer" who is particularly adept at representing physicians in front of the New Jersey State Board of Medical Examiners.



Mark Manigan, Esq.
President, RWJ Barnabas Health

Mark E. Manigan was appointed President of RWJBarnabas Health on March 1, 2022, after having served successfully as the System's Chief Strategy and Business Development Officer since 2019.

Mr. Manigan has been responsible for the evolution of the System's strategic plan and the dramatic expansion of its Ambulatory Services Division. Through his leadership, RWJBarnabas Health experienced significant success in developing and executing transactions designed to effectuate the organization's strategic priorities of portfolio diversification, ambulatory densification and service line development. Mr. Manigan also oversaw the system's government affairs activities.

In addition, he was named to NJBIZ's "Power 50 Health Care" list for seven straight years, "Forty Under 40" by both the New Jersey Law Journal and NJBIZ and one of 40 "innovators, disruptors and visionaries" in New Jersey healthcare by NJBIZ.

Mr. Manigan is consistently sought by public and private stakeholders for insight into industry trends and healthcare policy and served on both Governor Phil Murphy's and Governor Chris Christie's healthcare transition teams.

Different Models to Consider

- Independent Alliances and Private Groups
- Care Center Models
- Professional Services Agreements (PSA)
- Hospitals and Health Systems
- Private Equity

Due Diligence - Best Practices

- Productivity forecasts – 2020 vs 2021 CMS
- Coding compliance and reasonableness – E&M codes, audit tools
- Incentive Compensation Programs (CPC+, ACO, etc.)

Qualitative Issues

- Managing “Vertically” vs. “Horizontally”
 - Care Centers / P&L’s (vertical)
 - HR, Payer Contracting, Compliance, Audits
- Governance (especially in Private Equity)
- Access to Information / Transparency
- Your NEXT Partner?

Continual Refinement of Due Diligence

- “Post Mortem” to measure Forecast vs. Actual Results
 - Where were the gaps?
 - Things to consider for future due diligence
 - Expectations moving forward

Q & A



THANK YOU!



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